



## **Village of Oak Park Board Goals – 2019/2021**

*Adopted October 7, 2019*

### **Core Values of a High Performing Government**

- Fiscal Responsibility
- Transparency and Accountability
- Communication & Collaboration
- Trust Building

### **Key Goals**

- Service Delivery/Customer Service
- Economic Development
- Financial & Fiscal Responsibility
- Infrastructure/SMART City
- Environmental Health & Sustainability
- Racial Equity

## **Service Delivery/Customer Service**

### **Public Safety:**

GOAL: Ensure the community is a safe environment for everyone

- a. Explore increased use of public safety cameras, improved lighting, additional staff and other proactive investments to ensure that the police and fire department have resources to make the Village safe . Provide status report.
- b. Implement initiatives that increase public safety in high needs areas and across the Village as a whole. Provide status report on Community Policing.
- c. Review the consultant's report regarding repairs to the Police Department facility and discuss financing options
- d. Review ways to reduce residential speeding

### **Communication:**

GOAL: Improve the accessibility to information

- a. Frequently communicate Village news
- b. Establish and regularly update Police and Fire Department Facebook pages
- c. Increase social media followers across all current channels, to the level below:

Social Media	Subscribers (1/1/18)	Goal by 12/31/18
Facebook	8,162	15,000
YouTube	813	2,000
Twitter	5,624	10,000
Instagram	1,338	2,000

- d. Strengthen content of website with more intuitive layout and easier for tax payer to access information
- e. Enhance our communication strategy during construction projects. Examples of projects that needed a plan include Rush Oak Park Hospital expansion. This also includes talking to businesses and citizen commissions or other stakeholders. (Same as existing goal "General" (b)).

- f. Explore the option of a web QRL code that can be copied to your phone for calendar events
- g. Add Village Manager Report to E-news
- h. Post all events, meetings on Facebook
- i. Create an environment that is transparent with information, particularly on the web. Review the possibility of a data visualization tool.
- j. Create a protocol to post the FOIA requests on the web
- k. Ensure records are being archived in accordance with State laws and the role of the Clerk

### **Customer Service:**

GOAL: Provide exceptional customer service

GOAL: Encourage innovation and technology improvements to facilitate better communication and accessibility to information

- a. Promote a decision making environment that promotes diversity and equity
- b. Report on the needs of the aging population

### **Organizational Development**

- a. Have a strategy to attract and retain employees

## **Economic Development**

### **Madison Street:**

- a. Facilitate redevelopment of vacant lots and vacant buildings
- b. Report on impact of Madison Street once completed

### **Marketing/Branding:**

- a. Assess and leverage marketing plans of OPEDC & Chamber of Commerce

### **Business Districts:**

- a. Reduce commercial vacancies
- b. Promote new development & businesses
- c. Increase vitality across all business districts
  - Focus on North Avenue
  - Focus efforts on East side of the Village
- d. Uniform code enforcement throughout Village

### **Use Type**

- a. Seek out diverse use types; including Class A Office Space and medium size employers
- b. Recruit and maintain sales tax generating businesses

### **General**

- a. Increase Oak Park annual sales tax revenue to \$8.5 million by 2025
- b. Develop plan to communicate and coordinate with business districts during any construction. Make attempts to time construction in consideration of business district needs.
- c. The Village will work to maintain its current affordable housing stock and explore new ways to advance additional affordable housing units

- d. Increase the population by an additional 3,000 residents between 2015 (pop. 51,774<sup>1</sup>) and 2025 (pop. Goal 54,774)
- e. Review more options to include sustainability practices in our developments
- f. Consider zoning modifications that would allow for single family homes to contain distinct living quarters, apart from the principal area of the home.
  - i. Have the Plan Commission to study this concept in an effort to provide a way for larger single family homes to become more adaptable, livable and marketable.
- g. Have an overall communications plan for which the Village Board agrees to communicate positively about Oak Park for the sake of ensuring future prosperity and attracting the private sector

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<sup>1</sup> From the American Community Survey (aka census) for July 1, 2016.

## **Financial and Fiscal Responsibility**

### **Budget:**

GOAL: Strive to limit levy increases to below 3% annually

- a. Continue to work with staff to ensure that budget and all financial documents are transparent and understandable
- b. Strive for revenue to exceed expenses
- c. Commit to accurate budget forecasting
  - Less than 3% differential between budget vs. actual
- d. Strive to grow the Village's General Fund Balance above the minimum policy of 10 percent
- e. Create a 2 year budget/fiscal plan
- f. Create a communications plan to focus on 1 or 2 funds for the purpose of educating the public in order to provide greater transparency of the Village's finances (i.e. Water fund, Parking fund, etc)
- g. Explore options for alternative budget processes such as program based budgeting and outcome based budgeting.

### **2. Debt:**

- a. Determine acceptable debt levels according to the following metrics:
  - Follow rating agencies best practices regarding debt metrics

### **3. Collaboration:**

- a. Work with other taxing bodies to minimize the annual property tax increases in Oak Park/
- b. Research high impact solutions to stabilize the total tax burden
- c. Promote multi-jurisdictional policy that enhance efficiencies
- d. Review recommendations of the Taxing Bodies Task Force

### **4. Spending:**

- a. Prioritize spending projects based on need and impact
- b. Provide key services and invest in infrastructure in a fiscally responsible manner

5. **Enterprise Funds:**

- a. Maintain a positive balance in the parking fund

6. **Revenue & Fees:**

- a. Charge appropriate fees for services
- b. Identify new revenue sources

7. **Pensions:**

- a. Fund pensions by a minimum of 90% by 2040
  - Staff to present scenarios for 2021 to see if we can meet this goal
  - Evaluate IML recommendations on pension funding

## **Infrastructure/SMART City**

### **1. Capital Improvement Projects:**

- a. Prioritize capital improvement projects by need and impact
- b. Maintain high infrastructure and facility standards, commensurate with residents' needs and standards given the cost of living in Oak Park
- c. Provide key services and invest in infrastructure in a fiscally responsible manner
- d. Explore the necessary planning to make Oak Park a SMART City

### **2. Water:**

- a. Ensure water safety
  - Provide a report on the Village's pilot filter program to reduce exposure to lead and determine next steps
- b. Reduce water loss
  - Review staff's report on water loss and implement feasible options to address any issues

### **3. Government Buildings & Parking Facilities:**

- a. Increase safety and disability access
- b. Improve lighting, appearance and striping in parking facilities
- c. Conduct review of safety at Village Hall

### **4. Police Station:**

- a. Evaluate all options for new and/or improved Police facilities, considering budget objectives stated above

### **5. Parking:**

- a. Make parking increasingly fair, equitable and understandable by completing 2017 Parking Study
  - Emphasis on Y2, Y3, Y4 Zones
- b. Continue to invest in advanced technologies to manage parking systems
- c. Review the Parking Pilot Program and make a decision on next steps



**6. Transportation:**

- a. Ensure that automobile and bicycle traffic move efficiently and safely with an emphasis on reducing residential speeding
- b. Actively work to develop a more pedestrian and bike friendly Oak Park
- c. Improve traffic flow/signal timing in downtown Oak Park

**7. 290 Reconstruction:**

- a. Maximize I290 overpass opportunities

## **Environmental Health & Sustainability**

### **Sustainability Fund**

- a. Implement the EEC's Sustainability Plan for the use of sustainability funds using metrics to determine highest impact
- b. Sustain revenue sources for ongoing funding

### **Environmental Commitment**

GOAL: Create a road map and metrics to achieve a goal of 50% renewable by 2030 –

- a. Research community-wide solar opportunities
- b. Explore possibility of solar sound walls along 290
- c. Explore community solar and utility scale solar
- d. Investigate full solar array
- e. Improve Plan-It-Green grade
- f. Increase participation in Village Composting Program, and evaluate the program for multi-family

### **Racial Equity**

- a. Trustees will explore training they would like attend individually
- b. The Village will join the organization GARE
- c. The Village will conduct a Racial Equity Impact Assessment for Oak Park which will identify policies already in place as well as recommend possible additional policies